

Implementation

Introduction

This chapter addresses three key components of General Plan implementation – priorities, funding and monitoring. It also focuses on the need for improved communication between County government and citizens. The following goals will enable the County to achieve Vision 6:

Vision 6:

Our citizens will take part in the decisions and actions that affect them.

Enhance communication between citizens and County decision-makers. Open and ongoing channels of communication are needed to enable citizens to effectively make their views known and influence implementation of the policies and actions that affect them. In addition, the County will need to provide opportunities for public education so that citizens are knowledgeable about planning, development and budget decision processes.

Encourage stakeholder participation. This General Plan calls for Corridor Revitalization Studies, Community Master Plans, and Community Conservation Committees. Many of the recommended strategies will depend on cooperative efforts involving the County,

property owners, residents, business owners and community organizations. Both planning and implementation will require the input and commitment of many community stakeholders.

Establish achievable implementation priorities. The General Plan identifies numerous, desirable new initiatives, many of which will require additional funding sources. Implementation priorities are identified.

Monitor and evaluate General Plan implementation. A formal reporting process will provide regular opportunity for public discussion and feedback on General Plan implementation, promoting refinement of policies or actions when appropriate.

State Planning Mandates

The final vision of the 1992 Planning Act requires that the County address funding mechanisms to achieve the other State visions. The fiscal impact analysis for the General Plan 2000 concluded that the County's growth targets will generate sufficient revenues to cover the cost of public facility and service needs at the levels currently provided. Funding constraints, however, will certainly limit the pace or degree to which the County can meet all of its goals for enhancing existing facilities and services. For example, the acquisition of agricultural preservation easements in the Rural West, additional parkland in the East, or the development of a comprehensive watershed monitoring and improvement program will be limited by the available funds and staff resources. The County will need to find creative ways to overcome funding constraints to implement the policies of this Plan.

Communication with Citizens

In meetings held during the development of this General Plan, citizens and community organizations expressed great interest in improving communication with County government and increasing citizen participation. Active, informed citizen involvement will benefit the entire County by improving the quality of planning decisions and increasing the commitment of residents to their communities. This General Plan identifies initial strategies to enhance communication and involve citizens in government decisions that impact their communities.

If citizens want to influence land use decisions, it is critical that they participate in development of the General Plan and its implementation through

Comprehensive Zoning, development regulation amendments, Community Master Plans and the budget process. Once fundamental decisions are made, there is relatively little latitude for making land use and design changes on specific development projects. The limited opportunity to influence projects that are being developed in accordance with County regulations can be very frustrating for citizens. The community planning and neighborhood enhancement programs described in Chapter 5, *Community Conservation and Enhancement*, will significantly expand opportunities for citizens to participate in the early stages of County planning and decision-making in the areas of greatest concern to them.

Many members of the General Plan Task Force and other citizens have recommended a formal Citizen Advisory Council to advise the County on major planning, zoning or land use proposals and assist community organizations in participating in local land use matters. The County Code assigns these responsibilities to the Planning Board. However, the Planning Board currently spends the majority of its time on the review of certain types of development proposals. The Planning Board's work load should be adjusted to enable it to serve as the formal, County-sponsored forum for citizen input on General Plan implementation, planning, amendments to zoning and development regulations, and providing information and assistance to citizens about how to participate in government decision-making processes.

Several of the surrounding jurisdictions use a Hearing Examiner to hold public hearings and make decisions about certain types of development proposals. There are several advantages to this approach for the County, one of which might be to reallocate some of the Planning Board's work load so that it may function more effectively as the forum for public input on General Plan implementation activities. A major advantage of having a Hearing Examiner is that the decisions are made by an attorney who is experienced in land use law, which should make the hearing process more efficient and predictable. The County Council adopted a resolution in July 2000 proposing an amendment to the Howard County Charter to authorize the County Council to appoint hearings examiners to make decisions on certain matters within the jurisdiction of the Board of Appeals. This Charter amendment must be approved by Howard County voters and will be on

the ballot in November, 2000.

The Department of Planning and Zoning (DPZ) recently began meeting with an informal group of citizens representing various community associations to seek advice for the new Division of Environmental and Community Planning. This group can also advise the Department and the Planning Board on strategies for better informing and involving citizens. Other ad hoc groups of citizens representing the views of residents, the private sector, property owners or other interests can provide a forum, as needed, for discussion of particular General Plan implementation actions.

The *Policies and Actions* below are placed in this chapter because communication and citizen involvement are overarching concerns that influence all General Plan implementation activities.

Policies and Actions

POLICY 7.1: Improve public information and involvement.

- ◆ ***Hearing Examiner.*** Establish a Hearing Examiner to assume appropriate elements of the Board of Appeals' responsibilities and to improve the efficiency and predictability of the decision-making process.
- ◆ ***Planning Board.*** Adjust the Planning Board's work load to enable it to more effectively serve as the formal mechanism for public involvement in reviewing the General Plan monitoring report, reviewing community plans, advising on revisions to zoning and development regulations, and assessing means of improving communication with citizens.
- ◆ ***Informal Ad Hoc Citizen Advisory Committees.*** Create informal citizen committees to provide advice to the Planning Board and the Department of Planning and Zoning on implementation of specific General Plan policies and actions, as well as on strategies to inform and involve citizens.

- ◆ ***Citizens Implementation Monitoring Committee.*** Convene a Citizens Implementation Monitoring Committee at least every two years to provide advice to the Planning Board and the Department of Planning and Zoning on the implementation of General Plan policies and actions, as well as on strategies to inform and involve citizens.
- ◆ ***Disseminating Information.*** Improve communication, using the County web site and printed materials, to inform and involve citizens regarding planning issues and development proposals. Ensure information is provided in an easy-to-read and use format.
- ◆ ***Annual Workshop.*** Organize an annual County-wide workshop to explain land use decision-making processes and to assist citizens interested in participating more effectively. Use the workshop as an opportunity for citizens to discuss planning issues of concern. Similar sessions might be held at meetings hosted by community organizations.

General Plan Policy Maps

The *Policies and Actions* of the previous chapters and their Summary Policies Maps are the essence of the General Plan 2000. There are two General Plan Maps which synthesize these earlier products. The General Plan Policies Maps are shown at the end of this chapter in the section entitled *Summary Maps*.

Policies Map 2000 - 2020

Map 7-1 presents those *Policies and Actions* that are geographically specific and can be mapped. It best explains the key physical initiatives of this Plan. Other *Policies and Actions* that are not physical concepts are understood to accompany the Policies Map.

Transportation Map 2000 - 2020

Map 7-2 shows the current and proposed system for addressing the

County's diverse transportation needs, including functional classifications of existing and future roads, major road improvements, proposed interchanges, park-and-ride lots, transit and high occupancy vehicle corridors, and MARC rail stations.

Key Implementation Priorities

The General Plan is a blueprint for Howard County over the next twenty years. Once the General Plan is adopted, steps must be taken to implement it. Some steps can be taken seven or ten years from now, while others need to be initiated sooner.

The key priorities are those which must be undertaken in the next five years. Many of these measures involve changes to County law or administrative action by the County government. However, a considerable number require coordination between the Howard County government and other entities, such as the Howard County Public School System, Howard Community College, Howard County Library, State agencies, nonprofit organizations and the private sector.

These key priorities have been organized by the six Visions and Chapters of the General Plan.

Responsible Regionalism

Vision 1: Our actions will complement State and regional initiatives in resource and growth management.

Smart Growth

- Confirm that the Planned Service Area and growth projections meet State Priority Funding Area requirements.
- Use the County's growth boundary in decision-making regarding the provision of public facilities and services.

Regional Coordination

- Provide leadership to the Baltimore Metropolitan Council (BMC), en-

couraging a higher standard of member participation in BMC. Promote closer cooperation with the Metropolitan Washington Council of Governments in forecasting and transportation planning.

- Expand collaboration with neighboring jurisdictions on growth management, community revitalization, agricultural economic development, watershed management and land preservation issues of mutual concern.

Transportation

- Use County funds to selectively leverage additional Federal and State funds to accelerate regionally important highway improvements in Howard County.
- Work with the Maryland Mass Transit Administration, the Washington Metropolitan Area Transit Administration and neighboring jurisdictions to improve coordination and implement priorities for improved regional transit service.

Preservation of the Rural West

Vision 2: Our rural lands will be productive and rural character will be conserved.

Preservation of Rural Land

- Purchase development rights on at least 5,000 additional acres in the Rural West.

Rural Development

- Amend the Rural Conservation, Rural Residential and Density Exchange Option zoning regulations to improve the design of cluster and density receiving subdivisions.
- Amend Scenic Road regulations to better mitigate views of development.

Economic Development

- Expand the Economic Development Authority's Agricultural Marketing Program to increase assistance to farmers with marketing, business planning, training and recruitment, and value added production.
- Encourage the State to allow secondary agricultural processing on State agricultural easement properties.

Environment

- Work with the Maryland Department of the Environment, the Patuxent and Patapsco Tributary Teams, and the Patuxent Reservoirs Watershed Protection Group to investigate the relative water quality impacts from rural land uses and implement any appropriate actions.

Balanced and Phased Growth

Vision 3: Our development will be concentrated within a growth boundary, will be served by adequate public facilities and will encourage economic vitality.

Growth Management

- Incorporate General Plan housing and job growth forecasts into the Baltimore Metropolitan Council's official regional forecasts.
- Incorporate the General Plan housing growth targets into the Adequate Public Facilities Housing Allocations Chart.
- Work with the Howard County Public School System to plan for program and construction needs, using General Plan forecasts and changing enrollment patterns, in order to provide greater predictability regarding school capacity and budget needs.
- Ensure County needs for future facilities and land preservation are met by establishing and implementing land acquisition priorities via the ten-year Capital Improvement Master Plan.

Housing

- Revise the Consolidated Plan to include specific strategies for providing affordable housing by retaining existing assisted housing projects, using the existing housing stock to meet affordable housing needs by expanding programs to promote home ownership and including affordable housing in small mixed use centers.
- Amend the Zoning Regulations and establish programs to better accommodate the diverse housing needs of seniors.

Economic Development

- Identify target areas and adopt specific strategies, including zoning and incentives, to encourage private sector investment in renovation and re-development of obsolete or underused properties.

- Meet the need for a diverse work force via a combination of transit and affordable housing initiatives. Institute programs to encourage more Howard County residents to fill jobs within the County.

Sewer

- Accommodate sewerage flows from projected growth in the Planned Service Area by constructing the planned expansion of the Little Patuxent Water Reclamation Plant.

Transportation

- Update the 1996 Comprehensive Transportation Plan to prioritize improvements and include them in the County's ten-year Capital Improvement Master Plan.
- Prepare and implement a Transit Development Program to prioritize transit improvements to meet the needs of transit-dependent populations and to reduce dependence on single occupant automobiles.

Schools

- Encourage the Howard County Public School System to minimize new school construction to accommodate what is expected to be a short-term peak in enrollments by using renovations, additions, modular classrooms, redistricting and/or specialized programs to attract students to schools with available capacity.

Lifelong Learning

- Encourage Howard Community College to work with the Economic Development Authority and the business community to develop appropriate programs to meet the needs for work force development, continuing education and retraining, especially in technology fields.
- Evaluate the need for additional library capacity, considering the Internet, as well as other evolving formats and means of accessing information.

Recreation and Parks

- Update the Comprehensive Recreation, Parks and Open Space Plan to define more specific priorities for land acquisition for both active recreation and environmental conservation. Incorporate priorities into the ten-year Capital Improvement Master Plan.

- Develop a detailed greenway plan to identify lands and features to be included in the County's greenway system, as well as protection and management strategies.

Police, Fire and Rescue Services

- Ensure that public safety agencies have adequate resources to maintain existing levels of service, to expand community policing and youth programs, and to respond to the needs of an aging and increasingly diverse population.

Health and Human Services

- Develop a Comprehensive Health and Human Services Plan to address service needs, coordination among service providers, funding and implementation priorities.

Solid Waste

- Expand programs for solid waste reduction, reuse and recycling.
- Monitor evolving waste disposal options to confirm the merit of annual extensions of the current waste disposal contract until 2013, and to ensure the County has ten years lead time for development of new facilities or programs.

Fiscal Health

- Monitor evolving trends related to the maturing of the County to assess how changing service demands, costs and revenues will impact the County's fiscal health.

Community Conservation and Enhancement

Vision 4: Our communities will be livable, safe and distinctive.

Community Planning

- Initiate Corridor Revitalization Studies, beginning with Route 1. Amend the Zoning Regulations to create provisions that encourage small mixed use redevelopment projects on Route 1 and Route 40, near commuter rail stations and in other appropriate locations.
- Define priorities and initiate the Community Master Plan Program for communities that would benefit from a comprehensive community conservation plan.

- Assist communities wishing to establish Community Conservation Committees.

Residential Development

- Amend development regulations to improve the quality of new residential development through adequate open space, protection of natural and historic resources, and attractive street-parking relationships, as well as compatibility with and connection to adjacent uses.
- Adopt property maintenance standards and incentives to promote renovation of older residential properties.
- Increase the effectiveness of enforcement for zoning, property maintenance, building code and sign regulations.

Commercial and Industrial Development

- Revise development regulations to address scale and orientation of buildings and parking lots, ensure adequate landscaping and buffers, and provide pedestrian amenities.
- Adopt alternative standards and provide incentives, as needed, to encourage redevelopment of aging commercial and industrial areas.

Public Facilities and Services

- Develop maintenance, renovation and replacement programs for all types of County facilities.
- Use the ten-year Capital Improvement Master Plan to prioritize and schedule maintenance, renovation and replacement of aging County facilities.
- Use community planning programs to determine how to enhance communities through improved public facilities and services.
- Encourage the Howard County Public School System to implement appropriate recommendations by the Leadership Committee on School Equity to reduce disparities in facilities and performance ratings among County schools.
- Target expanded community policing and youth programs, as well as health and human services, to the areas with the greatest community conservation needs.

Arts and Culture

- Participate in funding the development of a comprehensive plan for arts and culture.

Historic Preservation

- Update the County Historic Sites Inventory to ensure all significant historic sites qualify for the historic property tax credit program and inform property owners of historic tax credit opportunities.

Working With Nature

Vision 5: Our environmental resources will be protected, used wisely and restored to health.

Development Regulations

- Amend the Zoning and the Subdivision and Land Development Regulations to enhance protection of water resources, steep slopes, erodible soils, forests, and threatened and endangered species.

Enforcement

- Undertake a performance audit of the site development inspection and enforcement process to better define environmental enforcement problems and to identify solutions that need to be implemented.

Resource Protection Programs

- Develop a detailed inventory of environmental features and preserved land that will guide the implementation of environmental preservation goals and programs.
- Prepare watershed management plans for priority watersheds to guide protection and restoration programs.
- Evaluate alternatives and adopt a funding strategy for the stormwater management program.

Implementation

Vision 6: Our citizens will take part in the decisions and actions that affect them.

Public Information and Involvement

- Amend the County Charter to establish a Hearing Examiner and to modify the responsibilities of the Board of Appeals, as appropriate.
- Adjust the Planning Board's work program to enable it to more effectively serve as the formal means of public involvement in General Plan

implementation and monitoring.

- Conduct annual workshops and hold periodic work sessions with ad hoc groups of citizens to improve communication between the County government and citizens, and to provide advice on specific General Plan implementation activities.

Funding Plan Implementation

Fiscal Health

While funding and resources to implement General Plan *Policies and Actions* will be contributed by many stakeholders, the County's financial health and ability to fund key actions is obviously critical. Howard County currently enjoys a sound fiscal posture to provide County services and facilities. This is largely due to the County's strong assessable base, property value appreciation and high household income. Long-term planning for County operating and capital budgets requires careful consideration of future revenue sources balanced against the need for facilities and services associated with a growing and changing population and employment base.

As the County matures, the dynamics of this balance will continue to change as the need for services continues to evolve. There are three important trends that will influence revenues and expenditures over the General Plan period. First, the long term demographic composition of the County population is changing, creating increased service needs for an aging and more diverse senior population and decreased service needs for the declining proportion of school age children. Second, the County's public buildings and infrastructure, such as highways, stormwater management, and water and sewer systems, will continue to age, thereby increasing maintenance and replacement costs. Finally, as the supply of undeveloped land declines, there will be a decrease in development related revenues and the potential for upward or downward changes in property values and tax revenues. The potential fiscal impacts of these evolving trends are discussed at the end of Chapter 4, *Balanced and Phased Growth*.

Operating Budget Issues

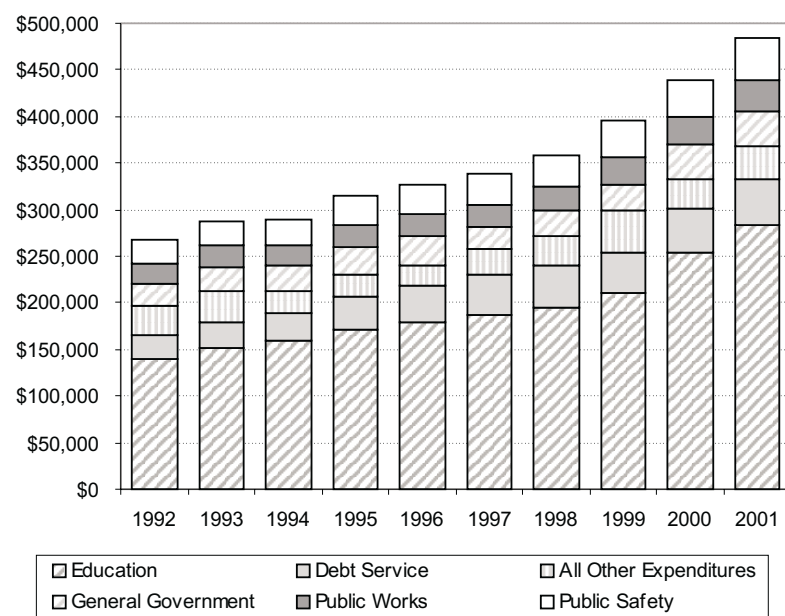
The County's operating budget incorporates the revenues and expenditures to fund the day-to-day operations of the County. The size of the County's operating budget is strongly influenced by the number of children in the public school system, as well as growth in households and employment in the County. Since the County's last General Plan, the growth in households with school age children has resulted in continuing increases in public school enrollments. From fiscal year (FY) 1992 to FY 1999, over 50% of the County's operating budget was used to operate the public school system. In recent years, FY 2000 and FY 2001, the percentage has increased to almost 60% (Figure 7-1). Given future demographic and development projections, it appears that the public schools will continue to absorb a high

proportion of the County's operating budget into the next decade. However, after 2010, as residential development slows and the County eventually reaches build-out, and as the demographic shift to more seniors and fewer school age children evolves, it is likely that the operating costs for schools will become proportionately less. These trends should be monitored in order to anticipate changing cost structures.

Furthermore, as development slows so will the increase in property and income tax revenues. Figure 7-2 shows that property and income taxes are a significant portion of County operating revenues, accounting for more than 80% of the total revenues. The fiscal analysis discussed in Chapter 4, *Balanced and Phased Growth*, concludes that, based on current service levels,

Figure 7-1

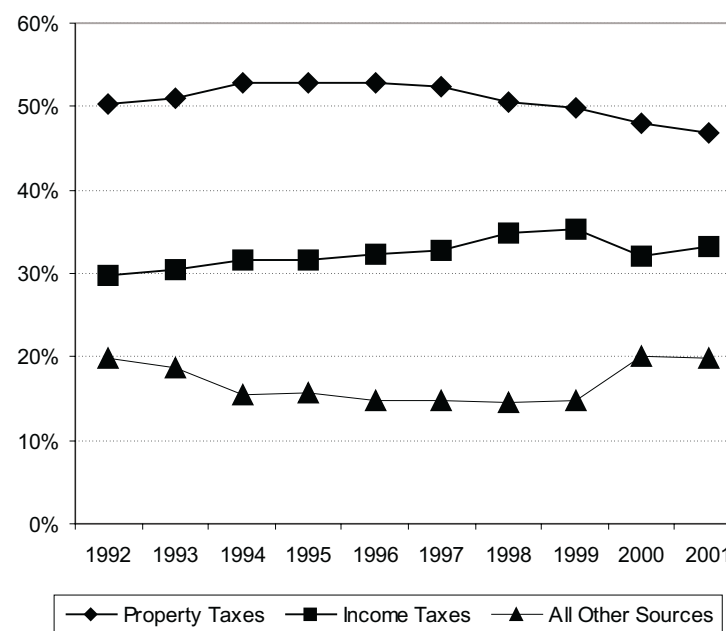
General Fund Expenditures (x 1,000), FY 1992-2001



Source: 1992 to 1999, Comprehensive Annual Financial Report - year ending June 30, 1999; 2000 and 2001 based on budgeted amounts.

Figure 7-2

Major Revenues as % of Total Revenues, FY 1992-2001



Source: 1992 to 1999, Comprehensive Annual Financial Report - year ending June 30, 1999; 2000 and 2001 based on budgeted amounts.

existing development does not subsidize new growth nor does new growth subsidize existing development. That is, new growth pays for itself and only itself. This indicates that as new growth slows, the impact on the operating budget's ability to pay for services will be minimal, assuming current service levels. However, the funding of maintenance and replacement of existing infrastructure may present difficulties, as discussed in the following section.

As mentioned in Chapter 4, *Balanced and Phased Growth*, an important question is the relation of property values to a declining land supply. As undeveloped land diminishes, property values will likely increase, particularly if Howard County continues to be a highly desirable place to live and work. Any increase in property values will certainly help the future fiscal picture in Howard County. There are numerous potential offsetting influences, however, including the amount, pace and type of new development in surrounding counties, the aging of the housing stock and the effectiveness of community conservation initiatives in older communities. These offsetting factors may lessen any potential increase or perhaps even decrease the tax base, depending on the extent of their impact. These competing trends should be monitored to determine any impact they may have on the budget.

Furthermore, Howard County's population is aging, but it is not known how many seniors will remain in the County. As the population of the County ages, there may be an increase in the number of households with relatively lower fixed retirement incomes. As a result, the close relation between high property values and high income tax revenues may weaken in the future. At the same time, however, if retirees continue to live in the County, the number of school age children will be reduced, thereby lowering the school budget needs. These evolving trends should also be monitored to better understand, anticipate and plan for budgetary changes.

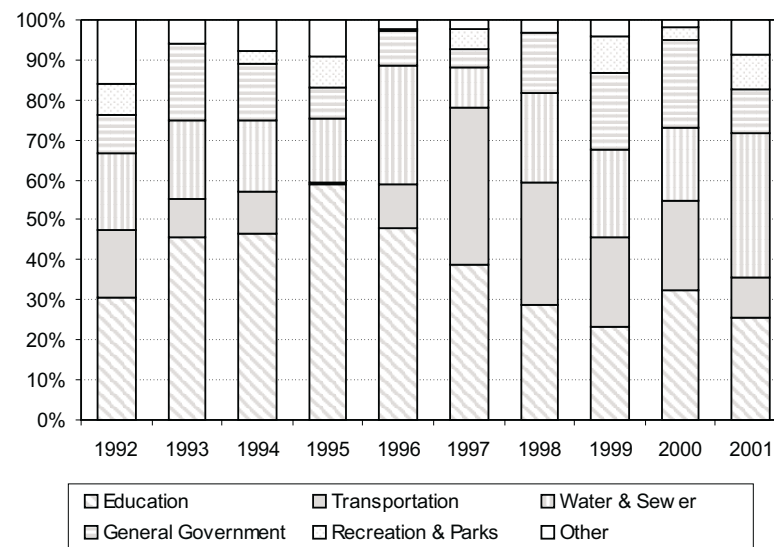
Capital Budget Issues

The capital budget allocates revenues to purchase land and construct or renovate County facilities. Capital facilities are usually large, costly and have a long useful life. They include schools, libraries, fire stations, roads, parks, community centers, water and sewer systems and other facilities.

Consistently, the most significant portion of the capital budget has been devoted to construction of schools. From FY 1992 to FY 2001, capital expenditures for schools have ranged from a low of 23% of the FY 1999 Capital Budget to a high of 59% in FY 1995 (Figure 7-3). These figures reflect the substantial school construction and renovation program which has been necessitated by the continued growth in the number of school age children. Indeed, over the last 12 years alone, 24 new schools have been built in the County, in addition to numerous renovations. Other consistently large capital budget categories include water and sewer systems and the County's transportation system of roads and bridges.

Similar to operating costs discussed above, as development slows and the County reaches build-out and as the population ages, there will be a clear shift in capital funding priorities and needs. School expansion needs will be

Figure 7-3
Capital Expenditure Percentages, FY 1992-2001



Source: 1992 to 1999, Comprehensive Annual Financial Report - year ending June 30, 1999; 2000 and 2001 based on budgeted amounts.

less while facility needs for a growing senior population may grow. Along with this shift in funding priorities will be another very important trend – the aging of the County’s existing infrastructure and buildings. Over the period of this Plan, funding needs for the maintenance and replacement of the County’s existing infrastructure will come to the forefront. Many of the County’s current facilities are already showing signs of aging. The repair and replacement of existing infrastructure and buildings will continue to become more of a priority.

As indicated earlier, the fiscal study shows that new growth pays for itself. That is, new growth generates sufficient revenues to pay for necessary operating and capital needs, based on current service levels. Just as importantly, the fiscal study also shows that the net revenues generated from new growth, over and above initial capital costs and ongoing operating costs, are minimal. Therefore, it is clear that new development, like existing development, does not generate sufficient revenue to pay for infrastructure maintenance and replacement and/or increases in service levels. The current budget does not include major expenditures for the replacement and/or maintenance of existing facilities. As this need increases over the next 20 years, some difficult choices will need to be made, including decisions about creating additional dedicated funding sources for facility maintenance and replacement. The County should be proactive in anticipating this shift and setting up capital replacement programs.

Maintenance and replacement needs (which will increase as growth slows) may be accommodated as bonds for new growth-related facilities are paid off, giving the County additional bonding capacity to finance maintenance and/or replacement. Careful phasing of facility maintenance and replacement will help the County in budgeting for these needs. The positive influence of slower growth resulting in fewer new capital expenditures, particularly for schools, must be weighed in relation to the changing property and income tax base, on the one hand, and the extent of capital replacement/maintenance needs of existing infrastructure, on the other.

Budget Transition

The County’s transformation over the next 20 years will be unlike anything experienced over the last 30 years. As growth slows and build-out becomes

a reality, and as the County’s population and infrastructure age, budget priorities and funding mechanisms will change as well. The County is in the fortunate position to prepare for this shift with foresight. Evolving trends should be monitored to better understand, anticipate and address any negative budgetary implications and to take advantage of positive ones.

Policies and Actions

POLICY 7.2: Monitor evolving trends.

- ◆ **Trend Monitoring Report.** Monitor trends that will impact the County budget, including demographic shifts, changing property values and changing household income characteristics. Periodically prepare a report that provides trend information and assesses potential impacts on future revenues, and operating and capital costs.

Monitoring Implementation

Prior to the 1990 General Plan, Howard County had no formal mechanism for monitoring implementation of General Plan policies. The 1990 General Plan led to the establishment of the Development Monitoring System, which provides yearly feedback on the number of new jobs created, number and types of dwelling units approved and built, housing allocations, school capacity and amount of acreage placed in preservation. These are compared with the General Plan growth targets and are used in establishing the annual housing allocations that can be approved under the Adequate Public Facilities Ordinance.

The Development Monitoring System is an effective means of monitoring growth and helping the County to achieve the General Plan growth targets. However, other *Policies and Actions* have no feedback mechanism. This General Plan recommends that a broader General Plan monitoring program be established with several purposes:

- Allow the citizens, the Planning Board and County government to monitor progress in implementing the General Plan.

- Disseminate this information to community organizations and interested citizens and provide an opportunity for public comment and discussion.
- Recognize accomplishments, establish or modify priorities and identify where adjustments to *Policies and Actions* are needed.

Implementation Indicators. Implementation indicators are concrete measures of progress toward established goals. This General Plan establishes implementation indicators for key *Policies and Actions*. Most of the indicators chosen rely on data that is available and reliable, so that real progress can be evaluated. However, some important *Policies and Actions* require qualitative rather than quantitative measures. These indicators will need to be reported in a narrative format.

Trend Indicators. Trend indicators are quantitative measures that are intended to help track the evolving trends that will most shape our transition to a maturing County. The intent is to monitor the assumptions that underlie some key *Policies and Actions* in order to help determine whether adjustments are needed.

Limited staff time and resources make it infeasible for a monitoring report to cover all of the General Plan's *Policies and Actions* and critical trends. The indicators listed in [Figures 7-4](#) and [7-5](#) have been chosen based on their importance and their ability to be evaluated. A manageable number of indicators will allow the most important goals and trends to be monitored with a reasonable amount of time, effort and cost. It is anticipated that the list of indicators will need to be refined over time based on experience and changing implementation priorities. Recommendations for any revisions should be set forth in the General Plan Monitoring Report for discussion and approval by the Planning Board.

Policies and Actions

POLICY 7.3: Monitor implementation of General Plan 2000.

- ◆ ***Development Monitoring System.*** Continue to maintain the Development Monitoring System and to produce the annual Development Monitoring System Report.
- ◆ ***Citizens Implementation Monitoring Committee.*** Convene a Citizens Implementation Monitoring Committee (appointed jointly by the County Executive and County Council) at least every two years to evaluate the progress in implementing the General Plan.
- ◆ ***General Plan Monitoring Report.*** Every two years, have the Citizens Implementation Monitoring Committee prepare a report that provides a brief overview of the steps that have been taken to implement General Plan *Policies and Actions* and tracks progress based on the indicators listed in [Figure 7-4](#).
- ◆ ***Evaluation and Refinements.*** Present the General Plan Monitoring Report to the Planning Board at a public meeting to obtain public comments on the implementation progress, adjustments to implementation strategies and/or refinements to implementation or trend indicators.

Summary Maps

[Map 7-1](#), Policies Map, 2000 - 2020 and [Map 7-2](#), Transportation Map, 2000 - 2020, synthesize the Summary Maps from the previous chapters.

Figure 7-4
Implementation Indicators for General Plan 2000

Chapter	Policy/Action	Implementation Indicator	Measurement	When
Responsible Regionalism	Priority Funding Area	• Confirmation that Planned Service Area meets Priority Funding Area requirements	• Approved by the Maryland Department of Planning	1
	Interjurisdictional Cooperation	• Interjurisdictional initiatives expanded	• Number and types	0
	Funding for Regional Transportation Improvements	• Federal and State dollars spent for regional highway and transit improvements in the County	• Highway budget amount • Transit budget amount	0 0
Preservation of the Rural West	Rural Land Preservation	• Number of acres in preservation easements increases	• 25,000 acres of agricultural easements and 30,000 acres protected by all methods	0
	Design of Cluster and Density Receiving Subdivisions, and Scenic Road View Protection	• Regulations improved	• Code revisions adopted	1
	Agricultural Marketing Program	• Assistance to farmers through County and State programs increases • Value of agricultural production increases	• Number of farmers and type of assistance • Amount or percent of increase	0 0
Balanced and Phased Growth	General Plan Housing and Job Growth Forecasts	• Forecasts are incorporated into Adequate Public Facilities Housing Allocation chart • Development Monitoring System tracks development activity • Forecasts incorporated into official Baltimore Metropolitan Council (BMC) regional forecasts	• Chart amended • Report produced annually • New BMC forecasts adopted	1 0 1
	Land Acquisition and Construction of New Public Facilities	• Ten-year Capital Improvement Master Plan becomes a meaningful tool for County planning, budget priority setting and construction	• Predictable implementation schedule	0
	Senior Housing and Affordable Housing	• 2001 Consolidated Plan includes strategies to retain existing assisted housing, make existing units affordable to low and moderate income households and include affordable housing in small mixed use centers • More senior housing units constructed or renovated	• Plan amended • Minimum of 250 new units/year	0 1
When:	0 = ongoing progress in all reporting periods 1 = completed or significant progress in first reporting period 2 = completed or significant progress in second or later reporting period			
Measurement:	County agencies and stakeholders to determine appropriate quantitative measures of achievement. Measures of achievement are qualitative and difficult to document. Surveys or informal feedback mechanisms need to be established.			

Figure 7-4
Implementation Indicators for General Plan 2000

Chapter	Policy/Action	Implementation Indicator	Measurement	When
Balanced and Phased Growth	Economic Development	• Annual job target met or exceeded	• 4,000 jobs/yr. (2000-2010)	0
		• Number of County jobs filled by County residents increases	• To be determined*	2
		• Value of assessable base for non-residential property increases	• 2% over the Consumer Price Index	1
		• Strategies to encourage private reinvestment in underused property adopted	• Number or value of building permits for renovation	2
	Sewage Treatment Capacity	• Planned expansion of Little Patuxent Water Reclamation Plant constructed	• Date completed	2
	Transportation Priorities	• Transit Development Plan completed	• Priorities in 10-year Capital Improvement Master Plan	1
		• Comprehensive Transportation Plan of highways updated	• Priorities in 10-year Capital Improvement Master Plan	2
	Road Improvements	• Federal, State and County dollars spent	• Average of \$35 million per year	0
	Transit Use	• Passengers served by fixed route and paratransit increase	• Amount of increase over previous year	0
	School Capacity	• School overcrowding reduced	• Number of schools operating over-capacity by level	2
		• Expenditures for new construction are minimized to meet short term needs for additional capacity	• Budget for new school construction	0
	School Equity	• Funding is available for school equity initiatives	• Approved budget	1
		• Performance differences among schools diminish	• To be determined*	2
	Lifelong Learning	• Volume of County library circulation/services provided increases	• Amount of increase	0
		• Howard Community College enrollment in credit and non-credit classes increases	• Amount of increase	0
	Recreation and Parks	• Comprehensive Recreation, Parks and Open Space Plan is updated, including specific land acquisition, greenway and trail priorities	• Priorities incorporated into 10-year Capital Improvement Master Plan	2
		• Priority actions implemented	• Number and types of actions	2
	Police Services	• Number of crimes per 1,000 population remains stable or reduced	• Equal to or less than 445 per 1,000 (1998 level)	0
	Fire and Rescue Services	• Average response time in minutes	• To be determined*	0

Figure 7-4
Implementation Indicators for General Plan 2000

Chapter	Policy/Action	Implementation Indicator	Measurement	When
Balanced and Phased Growth	Health and Human Services	<ul style="list-style-type: none"> Comprehensive Health and Human Services Plan Priority actions implemented 	<ul style="list-style-type: none"> Completed Number and type 	1 2
	Solid Waste	<ul style="list-style-type: none"> Amount of residential and non-residential waste recycled increases 	<ul style="list-style-type: none"> 40% of total volume 	0
	Regulations for Small Mixed Use Redevelopment, Special Exceptions and Quality of New Development	<ul style="list-style-type: none"> Regulations improved 	<ul style="list-style-type: none"> Code revisions adopted 	1
Community Conservation and Enhancement	Corridor Revitalization Studies and Community Master Plans	<ul style="list-style-type: none"> Plans underway or completed Implementation of priority actions 	<ul style="list-style-type: none"> Number and types Numbers and types 	1 2
	Community Conservation	<ul style="list-style-type: none"> Community Conservation Committees established and supported Projects underway or completed 	<ul style="list-style-type: none"> Numbers and types Numbers and types 	0
	Property Maintenance and Reinvestment	<ul style="list-style-type: none"> Regulations and/or incentives adopted and funded 	<ul style="list-style-type: none"> Number or value of building permits for renovations 	2
	Aging Public Facilities and Infrastructure	<ul style="list-style-type: none"> Maintenance and replacement schedules for all types of facilities completed 	<ul style="list-style-type: none"> Incorporated into 10-year Capital Improvement Master Plan 	2
	School Equity	<ul style="list-style-type: none"> Differences between schools are not a significant factor in home purchase decisions 	<ul style="list-style-type: none"> To be determined* 	2
	Crime	<ul style="list-style-type: none"> Perceptions of crime are not a significant factor in home purchase decisions 	<ul style="list-style-type: none"> To be determined* 	2
	Historic Preservation	<ul style="list-style-type: none"> Sites added to the historic inventory or updated 	<ul style="list-style-type: none"> Number of sites 	2
		<ul style="list-style-type: none"> Use of historic preservation tax credits increases 	<ul style="list-style-type: none"> Value of projects approved 	0
	Regulatory Protection of Environmentally Sensitive Features	<ul style="list-style-type: none"> Regulations improved 	<ul style="list-style-type: none"> Code revisions adopted 	1
	Environmental Enforcement	<ul style="list-style-type: none"> Performance audit of development inspection and enforcement 	<ul style="list-style-type: none"> Completed and actions taken 	1
Working With Nature	Environmental Inventory	<ul style="list-style-type: none"> Environmental inventory prepared and guiding environmental protection programs 	<ul style="list-style-type: none"> Initial mapping completed 	1
	Watershed Management Plans	<ul style="list-style-type: none"> Watershed plans prepared for priority watersheds 	<ul style="list-style-type: none"> Complete 2 within 5 years 	2
		<ul style="list-style-type: none"> Priority restoration projects in progress or completed 	<ul style="list-style-type: none"> Number and types of projects 	2
	Stormwater Management	<ul style="list-style-type: none"> Funding strategy to meet Federal, State and County requirements adopted 	<ul style="list-style-type: none"> Funding in budget 	2

Figure 7-4
Implementation Indicators for General Plan 2000

Chapter	Policy/Action	Implementation Indicator	Measurement	When
General Plan Implementation	Public Information and Involvement	• Hearing Examiner established	• Code revisions adopted	1
		• Planning Board effective as a forum for meaningful citizen involvement	• To be determined**	0
		• Informational materials on the web and/or in print expanded	• Volume and types of materials	0
		• Workshops and meetings with citizen groups effective in improving communication and involvement	• To be determined**	0

Figure 7-5
Evolving Trends

Evolving Trends	Trend Indicator
Change in residential property values	• Average sale price of new homes and older homes (by unit type and geographic area)
Growth of residential property tax and income tax revenues	• Residential assessed value per capita • Income tax and revenues per capita
Growth of non-residential property tax revenues	• Non-residential assessed value per employee • Percentage of total property tax revenues (target 25%)
Declining work force availability	• Unemployment rate • Work force participation rate
Declining school enrollment	• Numbers of students enrolled in elementary, middle and high school
Growing senior population	• Numbers of residents 65 and older • Average household income
Growing population diversity	• Number of students in English as a Second Language programs

